

# The Impact of E-Human Resources Management on the Organizational Success of Telecommunications Companies Operating in Jordan

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DOI: <https://doi.org/10.52403/ijrr.20230251>

## ABSTRACT

This study's objective was to evaluate the impact of electronic human resource management with its dimensions (e-recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success with its combined dimensions (organizational readiness, survival, and growth) in Jordanian telecom companies. The study employed a descriptive-analytical approach, and the study population included all employees of Jordanian telecommunications companies Orange, Umniah, and Zain. From the 433 upper and middle administrative levels, a proportional stratified sample of 2019 employees were drawn. Significant findings include the existence of high levels in all dimensions of electronic human resources management, a high level of organizational success among Jordanian telecommunications firms, and a statistically significant effect of all dimensions of electronic human resources management on organizational success. In order to achieve a high level of organizational success, boost efficiency and effectiveness, and gain a competitive advantage, the study recommends that telecom companies operating in Jordan continue to enhance the dimensions of electronic human resource management by assisting them in understanding its significance.

**Keywords:** Electronic human resource management, organizational success, Telecom companies operating in Jordan

## INTRODUCTION

Recent rapid and radical changes in the world have presented organizations with

significant challenges that require them to keep pace with these changes and raise their standards by providing the most up-to-date technology. As a result, business organizations began to seek and compete in using the most recent innovations in the administrative field as they sought to shift from the traditional to the modern role in performance. As a result, information technology and its systems have become an integral part of the success of any organization, resulting in its benefiting from it and its mechanisms in improving its performance and productivity, which produced new conditions and practices and brought about change. E-commerce, e-marketing, and e-banking were discussed until the human resources management function was recognized as the fundamental asset upon which the success and growth of any organization depended; thus, electronic human resources management was coined to represent the adaptation of human resources management to technological advancement. The management of electronic human resources is one of the modern management concepts and techniques that have emerged and become prevalent in the management of organizations in the current era. It is a function of conducting business through the use of electronic systems, equipment, and software, which is regarded as one of the fundamental elements of electronic management. It is related to a system of tasks that are performed through electronic programs and communication networks

(Faqair, 2020). Business organizations tended to maximize their creative and innovative capabilities and use advanced technology in their pursuit of efficiency and effectiveness and to achieve superiority over competitors through a sustainable competitive advantage in order to achieve organizational success. As a result, these organizations realized that traditional methods of managing their human resources are no longer viable. And that the changes in their environment require them to benefit from information technology and activate the use of management information systems in managing their human resources electronically, as electronic management enables them to implement human resource strategies that enable them to achieve organizational success through recruitment, training, evaluation, and compensation (Abu Jomaa, 2021).

Business organizations must acquire the necessary resources, primarily human resources, in addition to interpreting threats and opportunities, monitoring internal activities in the face of external change and uncertainty, and balancing their needs and aspirations, in order to be successful. Organizations can increase their success by providing appropriate methods, practices, and tools to enhance success, such as the electronic management of human resources, which is considered a strong catalyst in transforming the role of human resources management from managing personnel affairs to a more strategic role that contributes to the organization's success (Rahal and Kasasbeh, 2021). As with many other business organizations, Jordanian telecom companies seek to implement electronic human resources management to take advantage of its benefits and positive outcomes, such as an increase in efficiency and effectiveness, the achievement of predetermined goals and objectives, and the ability to adapt to changing circumstances, all of which contribute to organizational success. This study sought to determine the extent to which Jordanian telecommunications firms employ electronic

human resources management and the effect of this implementation on organizational success.

### **Objectives**

The purpose of the study is to determine the impact of electronic human resource management on the organizational success of Jordanian telecommunications companies. The following secondary objectives stem from the primary objective:

1. Recognizing the relative importance of applying electronic human resources management in telecommunications companies operating in Jordan.
2. Recognizing the relative importance of organizational success in telecommunications companies operating in Jordan
3. Statement of the impact of applying electronic human resource management with its dimensions (e-recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecom companies operating in Jordan.

### **Study problems and questions**

As with business organizations, Jordanian telecom companies seek to implement electronic human resources management to achieve a quantum leap in their performance, to push their employees to provide the best services and improve their performance in the most efficient and effective manner, and to provide modern technology that fits the spirit of development and change, resulting in organizational success. It became necessary to implement electronic human resource management in order to achieve this objective through the application of the most suitable strategy. From the foregoing, the primary research question emerges: What is the impact of electronic human resources management in its dimensions (e-

recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success in its combined dimensions (organizational readiness, survival, and growth) in Jordanian telecom companies?

The following sub-questions branch out from this question:

1. What is the relative importance of applying electronic human resources management in telecom companies operating in Jordan?
2. What is the relative importance of organizational success in telecom companies operating in Jordan?
3. What is the impact of electronic employment on organizational success with its dimensions combined (organizational readiness, survival, and growth) in telecom companies operating in Jordan?
4. What is the impact of e-training on organizational success with its dimensions combined (organizational readiness, survival, and growth) in telecom companies operating in Jordan?
5. What is the effect of electronic performance evaluation on organizational success with its dimensions combined (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan?
6. What is the impact of electronic compensation on organizational success with its dimensions combined (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan?

### Study hypotheses

#### The main hypothesis

**H01:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for electronic human resources management

with its dimensions (e-recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan. From the first main hypothesis, the following sub-hypotheses emerge:

**H01-1:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) of e-employment on organizational success with its combined dimensions (organizational readiness - survival - growth) in telecom companies operating in Jordan.

**H01-2:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for e-training on organizational success with its combined dimensions (organizational readiness - survival - growth) in telecom companies operating in Jordan.

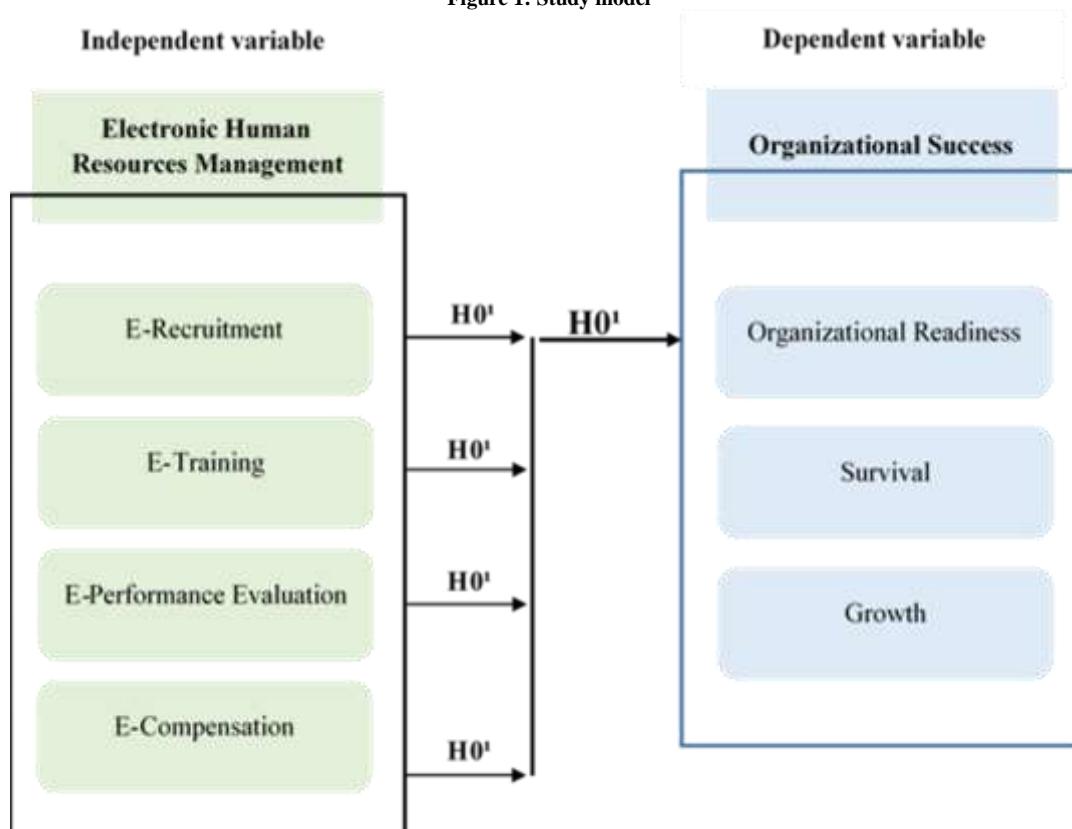
**H01-3:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) to evaluate electronic performance on organizational success with its combined dimensions (organizational readiness - survival - growth) in telecommunications companies operating in Jordan.

**H01-4:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) of electronic compensation on organizational success with its combined dimensions (organizational readiness - survival - growth) in telecommunications companies operating in Jordan.

### Study model

On the basis of a review of previous studies related to the current study's topic and variables, the hypothetical relationships in the study can be represented by the study model, as shown in Figure 1:

Figure 1: Study model



### Electronic human resource management

One of the most important factors in the success of any organization is its ability to adapt to and pursue the changes taking place in the era of the information technology revolution that we live in and the resultant great development in various fields and scientific fields, which led to the accumulation and increase of information and knowledge and compelled organizations to find methods for organizing and manage them to derive the greatest possible benefit. The term "electronic management" was invented as a result of the fact that organizations were compelled to redesign their methods of communication and work, as well as the various organizational activities in all fields, and the manner in which they conduct business, in order to keep up with technological advancements. (Abu Jomaa, 2021). The emergence of new technologies, such as the human resources information system, has an impact on a number of activities, including human resource management. With the advancement of web technologies over the

past few years, electronic human resource management (e-HRM) has emerged as a strong catalyst in transforming the role of human resource management from managing personnel affairs to a more strategic role, as confirmed by experts. (Faqair, 2020).

Abu Jomaa (2021) argues that electronic human resources management is a distinct application of web-based technologies in systems related to human resources, which will contribute to other organizational changes in the provision of information. It is also the application of any technology that enables managers and employees to have direct access to human resource management and other organization services for communication, performance evaluation, team management, knowledge management, education, and other administrative purposes.

### Dimensions of electronic human resource management

There are many dimensions through which the application of electronic human

resources management can be measured, and the researcher relied on four dimensions that can be reviewed as follows:

### **1. e-recruitment**

E-recruitment is the use of the Internet and contemporary technologies to complete all employment-related procedures, beginning with job advertisements, filling out employment application forms, electronically following up on the application by the applicant, inquiring about it, conducting electronic comparisons between applicants, and announcing the results on the website. E-recruitment is the introduction of new information and communication technology to the recruitment process within institutions, which has resulted in the elimination of bureaucratic barriers and the establishment of a direct relationship between the institution or manager in charge of the recruitment process and the individual applying for the position via the Internet. Where candidates can access the institution's website and contact the manager in charge of the recruitment process directly and quickly. (Al-Aboud, 2014)

### **2. e-training**

Training is an organized activity with the objective of altering attitudes and behavior patterns, enhancing skills and performance, enhancing the capacity to solve problems, enhancing administrative abilities, and thereby enhancing productive efficiency. E-training is a method of training that utilizes modern communication mechanisms from computers, the Internet, and its multimedia such as sound, image, graphics, search mechanisms, and electronic libraries, i.e., the use of all forms of technology to deliver information to the trainee in the shortest amount of time with the least amount of effort and the greatest benefit. (Al-Sarayrah, 2021) E-training is defined as the process of creating an interactive environment rich in applications based on computer technologies, networks, and approved media

that enables the achievement of training objectives in the shortest possible time with the least amount of effort and the highest levels of quality, without being limited by space or time. (Abdel Moaty and Zaraa, 2012) It is also defined as the method of training using modern communication mechanisms such as computers, information networks, etc., with the goal of using technology in its various forms to deliver information to the learner in the shortest possible time, with the least amount of effort, and the highest levels of quality, and enabling the trainee to achieve the objectives of the training process through his interaction with its sources without being constrained by the limitations of scholastic time (Al-Tubaili, 2013).

### **3. e- performance evaluation**

Electronic performance management refers to the use of Internet-accessible electronic technologies to organize and manage performance. This procedure is a cycle comprised of the following fundamental steps: (Abu Jomaa, 2021). Computerized Performance Monitoring (CPM) systems are utilized to facilitate performance measurement by measuring specific variables including the number of units produced, the time required to complete tasks, and the error rate. The ability of CPM systems to significantly expand the scope of supervision and reduce the time required for managers to monitor employees' behavior and performance is one of the primary reasons for their increasing adoption. (Al-Soufi et al., 2021) The application of the electronic performance evaluation system plays a significant role in enhancing the competitiveness of the institutions that use it, as it provides them with numerous benefits, the most important of which are reducing time and costs, enhancing and developing performance, establishing a fair system for incentives and rewards, completing transfers and promotions in a short period of time, identifying work obstacles and problems, and finding

solutions rapidly. (Hammoud and Kharshah, 2009)

#### **4. e- compensation**

There are numerous definitions of compensation, such as compensation being all proceeds and payments granted to an individual in exchange for services rendered (Jomaa, 2019). As this is a broad definition, it indicates that compensation is all that an individual receives from the organization to which he belongs in exchange for his work there. Other definitions clarify the type of returns obtained by the working individual, as compensations represent both the intrinsic and external returns that employees receive in exchange for performing their work (Juma, 2019). Intrinsic returns refer to the psychological mentality of employees as a result of their work performance, as it expresses their enjoyment and sense of accomplishment. The monetary and non-monetary returns that employees receive for their work are also considered compensation. In addition, compensation includes all types of material and moral compensation, benefits, and services that are provided to workers in exchange for performing the roles and tasks assigned to them, as well as for their contributions to the achievement of the organization's goals. (Bassi, 2021)

#### **Organizational success**

All organizations of different types, objectives, and activities must use criteria to evaluate their success, and only one standard can be defined to evaluate organizational success. It is no longer acceptable to believe that there is a single global success metric for organizations. It is uncommon to find an organization that is successful in every way or a failure in every way, and efficiency and effectiveness can be used to evaluate the organization's success (Al-Dhaafri & Bin Yusoff, 2013). Efficiency and effectiveness are two sides of the same coin, which is a successful or effective organization, and the source of this relationship is their direct relationship to

achieving goals and ensuring the survival, growth, and development of the organization. And if effectiveness is the foundation for the success of the organization, then efficiency is a condition for its survival once it has achieved success, because effectiveness is the essence of the organization and a guide for its managers in carrying out organizational activities. Then, increasing returns and effective capital investment in a manner that reflects the well-being of society and its members, as this is linked to providing high-quality goods and services and job opportunities for individuals, while providing a clear picture of the organization's health (Al-Swidi & Mahmood, 2011).

All institutions and businesses seek success and work tirelessly to achieve it, but in their zeal, they confuse practical activity with strategic achievement. And when you ask the majority of managers why their organizations are successful, you will be surprised by a description of the organization's internal activities rather than the precise results of those activities, and you will realize that they may be incorrect. This is exemplified by the private hospital, which cites capital development, responsible financial management, development of the main partnership, optimal care, an effective system, and teamwork as essential to its success, and which in fact has internal processes that are properly supervised and executed (Felin et al., 2015).

The concept of organizational success refers to the existence of an effective strategy for planning the organization's resources. Among the most important organizational factors that contribute to the success of the organization (technological infrastructure, management, human resources, organizational readiness, cost, environmental factors, and organizational processes), organizational success is at the center of the work of business organizations, and it is frequently usable as a metric of performance (Al-Sarayrah, 2020). Organizational success is defined as

the organization's ability to achieve organizational goals and performance indicators that have been identified through the joint efforts of owners, leaders, and employees, and the adoption of employee perceptions of their leaders as a measure of organizational success, at both the individual and organizational levels, in three areas of leadership behavior results (extra effort such as their motivation, effectiveness, and satisfaction with their leaders) (Ebrahimi et al., 2016).

Agarwal and Helfat (2009) demonstrated that organizational success is central to strategic renewal and is frequently used as a catalyst for strategic transformation. They defined organizational success as the achievement of organizational goals and performance indicators that have been collectively identified by owners, leaders, and employees. They used employee perceptions of leaders as a measure of organizational success at the individual and organizational levels in three areas of leadership behavior outcomes, including motivation, effectiveness, and satisfaction with leadership (Ebrahimi et al. 2016).

### **Dimensions of organizational success**

Determining the dimensions of organizational success is a crucial step in the system for measuring organizational success, as it permits institutions to retrieve and analyze data.

#### **- Organizational Readiness**

The extent to which members of the organization are psychologically and behaviorally prepared to implement change is indicated by their attitudes, beliefs, and intentions. The decision-making process is closely related to organizational readiness. Additionally, it indicates that the company's management is willing to commit financial, human, and technical resources (Duang-Ek-Anong, 2019).

#### **- Survival**

Survival of the organization is the primary objective, and the organization must devote its energies and resources to achieving this

objective. It is supportive and contributive to all other organizational goals, so that the organization views it as a prerequisite for achieving its *raison d'être*, whereas organizations tend to maintain the status quo in the sense that the majority of their efforts are devoted to achieving survival. In order to accomplish this, organizations must identify the internal and external threats that threaten their continued survival (Adewale et al., 2011)

#### **- Growth**

Reviewing the "life cycle" of an organization reveals that organizations are perpetually pursuing renewal, development, and transformation, which moves them from one stage to the next. The emergence and birth of the organization marks the beginning of the first stage, during which the organization struggles to survive. The organization then enters the stage of maturity, where it seeks to grow and combat stagnation; therefore, growth is the capacity of an organization to achieve its long-term objectives through expansion, renewal, diversification, and integration (Simon et al., 2011).

### **Previous studies**

Using Bank al-Etihad in Jordan as a case study, Halsal et al. (2022) investigated the organizational success factors of data warehouses and their relationship to the information systems strategy. The results of the study indicated that the IS innovator strategy was the most perceptive information systems strategy in the sample. The study also revealed a statistically significant correlation between the organizational success factors of data warehouses and the information systems (IS) strategy of Union Bank Jordan, as perceived by Union Bank Jordan branch managers and information technology officials.

Abu Jomaa (2021) conducted a study to determine the influence of electronic human resource management on the implementation of human talent

management in Jordanian recruitment firms. The study revealed that Jordanian recruitment firms utilize electronic human resource management extensively. And there is a statistically significant effect at  $\alpha=0.05$  for the use of electronic human resources management with its dimensions (e-recruitment, e-training, and e-performance evaluation) in the application of human talent management with its dimensions (attracting talent, developing talent, and retaining talent) in six Jordanian recruitment firms.

Al-Zyoud (2021) also conducted a study with the objective of determining the impact of electronic human resource management in its dimensions (e-recruitment, e-training, and e-performance assessment) on intellectual capital in its dimensions (human capital, structural capital, and relational capital) in Jordanian telecommunications companies by empowering workers as a modified variable. The most important result of the study is that electronic human resources management with its combined dimensions (e-recruitment, e-training, and e-performance evaluation) has a statistically significant impact on intellectual capital in Jordanian telecom companies. In addition to a statistically significant effect of electronic human resources management on intellectual capital and the empowerment of employees as a modified variable in Jordanian telecommunications companies, the results indicated that both electronic human resources management and intellectual capital, as well as the empowerment of employees, were of moderate importance in Jordanian telecom companies.

The objective of Rahal and Al Kasasbeh's (2021) study was to quantify the modified role of organizational trust in the impact between human resource flexibility and organizational success at Jordanian private universities. The study produced a number of findings, including the existence of a statistically significant relationship between the organizational success of Jordanian private universities and the flexibility of

human resource dimensions (flexibility of behavior, flexibility of skill, and flexibility of function). And the existence of a statistically significant role for the modified organizational confidence variable in enhancing the impact of human resource flexibility with its combined dimensions (functional flexibility, behavioral flexibility, and skill flexibility) on organizational success with its combined dimensions (main results, valuable achievements, and relevant behaviors) for Jordanian private universities.

The primary goal of Al-Soufi and Salama's (2021) study was to identify the prerequisites for using electronic human resources management as a springboard to administrative creativity. The most important findings of the study are that the availability of requirements for the application of electronic human resources management reached a high level and that there is a strong direct and statistically significant relationship between the requirements for the application of electronic human resources management and administrative innovation. The study recommended providing all materials necessary to support the project of implementing electronic human resource management in the sample companies, as well as training all employees on electronic human resource management and effective communication.

The aim of Sarayrah's (2021) study was to test and evaluate the relationship between strategic renewal and organizational success in Jordanian pharmaceutical companies. In addition to the existence of a statistically significant correlation between strategic renewal and organizational success, the study's findings indicated that strategic renewal is available at a high level in the companies surveyed and that these companies achieved a high level of organizational success.

The objective of Soufan study (2020) was to determine the impact of electronic human resources management practices on employee engagement in Jordanian



telecommunications companies. There is an average level of electronic human resource management practices in Jordanian telecom companies from the employees' perspective, and there is a statistically significant effect of electronic human resource management practices on increasing the level of job engagement in Jordanian telecom companies.

The goal of the study conducted by Berdecia et al. (2022) was to provide answers by analyzing how the innovative mindset of leaders under the age of 40 affects transformational or transactional leadership styles and by determining the impact of innovative organizational behavior on organizational success. Males have a higher level of innovative mentality than females, and innovative organizational behavior has a statistically significant effect on organizational success, according to the most significant findings of the study. The study emphasized the importance of adopting an innovative mindset when determining innovative organizational behavior that leads to organizational success.

The objective of the study by Obama et al. (2020) was to determine the impact of electronic human resource management (EHRM) practices on organizational performance in University of Maryland (UMB) programs in Kenya. The study found that 88.7% of respondents agreed that e-recruitment was used extensively at the university, and that 83.5% of respondents are aware that electronic compensation has been used extensively at the university, and that there is a statistically significant effect of each of electronic recruitment, electronic training, electronic compensation, and electronic performance on organizational flexibility, organizational effectiveness, workforce scalability, and organizational performance.

## **METHODOLOGY**

Due to the nature and objectives of the study, the researcher selected the analytical-descriptive methodology, in which the study

variables represented by electronic human resources management were described as independent variables and organizational success as dependent variables. Then, the questionnaire responses of respondents who work in Jordanian telecommunications companies at the upper and middle administrative levels were analyzed to test the study's hypotheses and answer its questions.

### **Study sample**

The study population consisted of all employees of telecommunications companies operating in Jordan, represented by Orange, Umniah, and Zain, within the upper and middle administrative levels of 433 according to the Keynes commercial database statistics for the year 2021, with a sample size of 205. (Al-Najjar et al., 2018). A proportional stratified sample of 223 employees was chosen to ensure that the study population was adequately represented. The study tool (questionnaire) was sent to them electronically via the Google Drive program and the Human Resources departments of the respective companies. Of these, 219 valid questionnaires were retrieved for statistical analysis, constituting the study's actual sample size.

### **Stability of the study tool**

To ensure the stability of the research instrument, the internal consistency was determined using the Cronbach alpha equation for each dimension of the independent and dependent variables:

#### **First: The stability of the variable of interest (electronic human resource management)**

Using the Cronbach's alpha coefficient, the stability of the electronic human resources management variable's dimensions was measured separately, followed by the stability of the variable as a whole. Table 1 displays the stability results:

**Table 1: The stability of the dimensions of the independent variable (electronic human resource management) using Cronbach alpha coefficient (n = 219)**

Dimension	Statements	$\alpha$
1 <sup>st</sup> :e-recruitment	6	0.702
2 <sup>nd</sup> :e-training	5	0.749
3 <sup>rd</sup> : e-performance evaluation	5	0.721
4 <sup>th</sup> :e-compensation	6	0.797
e-human resource management variable as a whole	22	0.920

According to the results of the previous table, the Cronbach alpha coefficient for all dimensions of the variable measuring electronic human resource management was 0.920, indicating stability; a stability coefficient greater than 0.70 is acceptable. The high Cronbach alpha coefficients for each dimension of electronic human resource management indicate stability: 0.702 for electronic recruitment, 0.749 for electronic training, 0.721 for electronic performance evaluation, and 0.797 for electronic compensation.

**Second: The stability of the dependent variable (organizational success)**

Stability was measured for the dimensions of the dependent variable (organizational success) separately, and then reliability was measured for the variable as a whole, according to Cronbach-Alpha. Table (2) shows the results of resilience:

**Table 2: The stability of the dimensions of the dependent variable (organizational success) using Cronbach's alpha coefficient (n = 219)**

Dimension	Statements	$\alpha$
e-recruitment	6	0.702
e-training	5	0.749
e-performance evaluation	5	0.721
e-compensation	6	0.797
e-human resource management variable as a whole	22	0.920

According to the previous table, the Cronbach alpha coefficient for all dimensions of the dependent variable (organizational success) was 0.961, indicating stability; a stability coefficient greater than 0.70 is considered acceptable. Indicative of stability, the Cronbach alpha coefficients for the dimensions of organizational success separately were high, reaching 0.921 for the organizational readiness dimension, 0.905 for the survival dimension, and 0.916 for the growth dimension.

**Analysis of the answers to the study paragraphs**

To determine the estimates of respondents employed by Jordanian telecommunications companies on the study's axes and dimensions, the arithmetic means and standard deviations of their responses were calculated, and the results are presented in the tables below.

**Dimensions of the Independent Variable (Electronic Human Resources Management)**

On the dimensions of electronic human resources management, the arithmetic mean and standard deviations of the responses of the study sample were extracted, and these results are presented in Table 3:

**Table 3: A.M., S.D., and RI of the sample estimates relating the dimensions of e-human resources management**

Rank	No.	Dimension	A.M.	S.D.	RI
1	1	e-recruitment	3.91	0.625	High
2	2	e-training	3.79	0.747	High
3	3	e-performance evaluation	3.84	0.822	High
4	4	e-compensation	3.82	0.782	High
e-human resource management as a whole			3.84		High

The arithmetic mean estimates of the respondents regarding the relative importance of e-human resource management ranged between 3.79 and 3.91, as shown in the preceding table. It was followed by e-performance evaluation with an arithmetic mean of 3.84 and a high relative importance, e-compensation with an arithmetic mean of 3.82 and a high relative importance, and e-training with the highest arithmetic mean of 3.79 and a high relative importance.

**Dimensions of the dependent variable (organizational success)**

The arithmetic mean and standard deviations of the responses of the study sample on organizational performance dimensions were extracted, and Table 4 shows these results.

**Table 4: A.M. &S.D. of the sample's estimates for the organizational success variable's dimensions**

Rank	No.	Dimension	A.M.	S.D.	RI.
1	1	Organizational readiness	3.91	0.625	High
2	2	survival	3.79	0.747	High
3	3	growth	3.84	0.822	High
e-human resource management as a whole			3.84		High

According to the data presented in Table 4, the arithmetic means of the respondents' estimates for the dimensions of organizational success ranged from 3.78 to 3.87. The survival dimension had the highest arithmetic mean of 3.88 and the highest relative importance, followed by the growth dimension with an arithmetic mean of 3.78 and the organizational readiness dimension with an arithmetic mean of 3.70 and a high relative importance.

### Normal distribution test

The researcher used the Kolmogorov-Smirnov (K-S) test to verify that the data follows a normal distribution. The results of the analysis referred to in Table 5 showed that the data of the current study followed the normal distribution approach and that there were no statistical differences between the distribution of the values of the variables and the values of the normal distribution at the level of significance ( $\alpha \leq 0.05$ ).

**Table 5: Normal distribution by the Kolmogorov-Smirnov (K-S) test**

Domain	Test value	Sig.
e-recruitment	0.97	0.77
e-training	0.94	0.71
e-performance evaluation	0.197	0.199
e-compensation	0.137	0.64
organizational readiness	0.151	0.151
survival	0.099	0.067
growth	0.14	0.121

### Collinearity test

**Table 7: Multiple regression analysis of the impact of electronic human resource management dimensions on organizational success**

dependent variable	Model summary		ANOVA			Coefficient				
	r	R <sup>2</sup>	Calc. F	df.	Sig F*	statement	$\beta$	S.E.	Calc. t	Sig t*
organizational success	0.904	0.818	588.66	4	0.000	e- recruitment	0.181	0.067	6.47	0.000
						e- training	0.261	0.024	7.85	0.000
						e- performance evaluation	0.235	0.025	8.34	0.000
						e- compensation	0.2441	0.023	10.61	0.000

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

The positive and strong relationship between the independent variables and the dependent variable is indicated by the

The researcher used the variance inflation factor (VIF) test and the allowable variation (tolerance) to verify the level of linear overlap between the dimensions of the independent variable. The results showed that the dimensions in the independent variable do not suffer from the problem of linear overlap, as indicated in Table 4-12, where it was found that the values of the variance inflation coefficient (VIF) are less than 5 and that the permissible variance values are greater than 0.01.

**Table 6: Collinearity test results between dimensions of the independent variable**

Variable	Collinearity Statistics	
	VIF	Tolerance
e- recruitment	1.751	0.571
e- training	1.045	0.957
e- performance evaluation	1.125	0.889
e- compensation	1.218	0.821

### Hypothesis testing

#### The main hypothesis

**H01:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for electronic human resources management with its dimensions (e-recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan. The researcher used multiple regression analysis to determine the impact of electronic human resource management (e-recruitment, e-training, e-performance evaluation, and e-compensation) on organizational success in telecommunications companies operating in Jordan, as shown in Table 7.

correlation coefficient  $r = 0.904$  in Table 7. Additionally, the effect of the independent variables (dimensions of electronic human

resources management) on the dependent variable (organizational success) is statistically significant, as the calculated  $f$  value was 588.66, with  $\text{Sig} = 0.000$ , which is less than 0.05. Where the value of the determination coefficient  $r^2$  appeared to be 0.818, indicating that 81.8% of the variation in (organizational success) can be explained by the variation in (dimensions of electronic human resource management).

The transactions table revealed that the value of  $t$  at the (electronic employment) dimension was 0.181 and the value of  $f$  was 6.47, with  $\text{Sig} = 0.000$ , indicating that the effect of this dimension is significant. As the value of  $t$  at the electronic training dimension was 0.261 and the value of  $f$  was 7.85, with a significance level of  $\text{sig} = 0.000$ , this dimension has a significant effect. The value of  $t$  at the electronic performance assessment dimension was 0.235, while  $T$  was 8.34, with  $\text{Sig} = 0.000$ , indicating that the effect of this dimension is significant. The value of  $t$  for the (electronic compensation) dimension was 0.2441, and

the value of  $T$  was 10.61, with  $\text{Sig} = 0.000$ , indicating that the effect of this dimension is significant.

The main null hypothesis is rejected, and we accept the alternative hypothesis, which states: There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for electronic human resources management with its dimensions (e-recruitment, e-training, e-performance evaluation, and e-compensation) and for organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecommunications companies. From this main hypothesis, the following sub-hypotheses emerged:

### 1. The first sub-hypothesis

**H01-1:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) of e-employment on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecom companies operating in Jordan.

Table 8: The results of a simple regression test of the effect of electronic recruitment on organizational success

dependent variable	Model summary		ANOVA			Coefficient				
	r	R <sup>2</sup>	Calc. F	df.	Sig F*	statement	$\beta$	S.E.	Calc. t	Sig t*
organizational success	0.774	0.599	987.493	1	0.000	e- recruitment	0.774	0.081	17.211	0.000

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

According to Table 8, the correlation between e-recruitment and organizational success is  $r = 0.774$ , or 77.4%, which is regarded as high. The value of the coefficient of determination,  $r^2$ , is found to be 0.599, indicating that the e-recruitment dimension explains 59.9% of the variance in organizational success, with the remaining 40.1% attributable to factors outside the scope of this study. The table of transactions also reveals that the value of  $f$  reached 987,493 at a confidence level of  $\text{sig} = 0.000$ , confirming the significance of the regression at ( $\alpha \leq 0.05$ ) and one degree of freedom. It is also evident from the table of coefficients that  $\beta = 0.774$ , indicating that a change of one unit in one of the independent variable's dimensions (e-employment) results in a change of 77.4% in the dependent variable (organizational success).

The significance of the coefficient at ( $\alpha \leq 0.05$ ) is confirmed by the fact that  $t = 17,211$  at  $\text{sig. level} = 0.000$ .

Based on the preceding analysis, we reject the first sub-null hypothesis and accept the alternative sub-hypothesis, which states: There is a statistically significant effect at a significance level of ( $\alpha \leq 0.05$ ) for electronic recruitment on organizational success in all of its dimensions (organizational readiness, survival, and growth) in Jordanian telecommunications companies.

### 2. The second sub-hypothesis

**H01-2:** There is no statistically significant effect at the level of ( $\alpha \leq 0.05$ ) for e-training on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecom companies operating in Jordan.

**Table 9: Results of a simple regression test of the effect of electronic training on organizational success**

dependent variable	Model summary		ANOVA			Coefficient				
	r	R <sup>2</sup>	Calc. F	df.	Sig F*	statement	β	S.E.	Calc. t	Sig t*
organizational success	0.779	0.607	1021.233	1	0.000	e- training	0.779	0.84	14.650	0.000

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

Table 9 reveals that the correlation between electronic training and organizational success is  $r = 0.779$ , which is considered to be high. The value of the coefficient of determination,  $r^2$ , is 0.607, which indicates that electronic training explains 60.7% of the variance in organizational success, while the remaining 39.3% is attributable to other factors not examined in this study. The table of coefficients also reveals that the value of  $f$  reached 1021.233 at a confidence level of  $\text{sig} = 0.000$ , confirming the significance of the regression at the level (0.05) and one degree of freedom. It is also evident from the table of coefficients that  $\beta = 0.779$ , indicating that a change of one unit in one of the independent variable's dimensions (electronic training) results in a change of 77.9% in the dependent variable (organizational success). The significance of the coefficient at the level ( $\alpha \leq 0.05$ ) is

supported by the fact that  $t = 14,650$  at  $\text{sig. level} = 0.000$ .

Based on the above analysis, we reject the second sub-null hypothesis and accept the alternative sub-hypothesis, which states: e-training has a statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) on organizational success with its combined dimensions (organizational readiness, survival, and growth) in Jordanian telecom companies.

### 3. The third sub-hypothesis

**H01-3:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) to evaluate the impact of electronic performance on organizational success with its combined dimensions (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan.

**Table 10: A simple regression test of the impact of e-performance evaluation on organizational success**

dependent variable	Model summary		ANOVA			Coefficient				
	r	R <sup>2</sup>	Calc. F	df.	Sig F*	statement	β	S.E.	Calc. t	Sig t*
organizational success	0.789	0.623	1092.722	1	0.000	e-performance evaluation	0.789	0.085	12.897	0.000

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

According to Table 10, the correlation between electronic performance evaluation and organizational success is  $r = 0.789$ , which is considered to be high. The value of the coefficient of determination,  $r^2$ , is found to be 0.623, indicating that electronic performance evaluation explains 62.3% of the variance in organizational success, with the remaining 37.7% attributable to other factors not covered by this study. It is also evident from the table of coefficients that  $f$  reached 1092.722 at the level of confidence  $\text{sig} = 0.000$ , confirming the significance of the regression at ( $\alpha \leq 0.05$ ) and one degree of freedom. It is also evident from the table of coefficients that  $\beta = 0.789$ , indicating that a change of one unit in one of the independent variable's dimensions (electronic performance evaluation) results in a change

of 78.9% in the dependent variable (organizational success). The significance of the coefficient at the level ( $\alpha \leq 0.05$ ) is confirmed by the fact that  $t = 12,897$  at  $\text{sig.} = 0.000$ .

Based on the preceding analysis, we reject the third sub-null hypothesis and accept the alternative sub-hypothesis, which states that there is a statistically significant effect at a significant level (0.05) to evaluate electronic performance in organizational success with its combined dimensions (organizational readiness, survival, and growth) in Jordanian telecommunications companies.

### 4. The fourth sub-hypothesis

**H01-4:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) of electronic compensation on organizational

success with its combined dimensions (organizational readiness, survival, and growth) in telecommunications companies operating in Jordan.

**Table 11: Results of a simple regression test of the effect of e- compensation on organizational success**

dependent variable	Model summary		ANOVA			Coefficient				
	r	R <sup>2</sup>	Calc. F	df.	Sig F*	statement	β	S.E.	Calc. t	Sig t*
organizational success	0.887	0.787	2451.225	1	0.000	e- compensation	0.887	0.085	3.747	0.000

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

Table 11 reveals that  $r = 0.887$ , indicating that there is a correlation of 88.7%, which is considered to be high, between electronic compensation and organizational success. The value of the coefficient of determination,  $r^2$ , is found to be 0.787, indicating that the electronic compensation dimension explains 78.7% of the variance in organizational success. And 21.3% are attributable to factors not addressed in this study.

The table of coefficients also reveals that the value of  $f$  reached 2451.225 at the level of confidence  $\text{sig} = 0.000$ , confirming the significance of the regression at ( $\alpha \leq 0.05$ ) and one degree of freedom. It is also evident from the table of coefficients that  $\beta = 0.887$ , indicating that a change of one unit in the independent variable (electronic compensation) results in an 88.7% change in the dependent variable (organizational success), and that  $t = 3.747$  at the sig confidence level = 0.000, confirming the significance of the coefficient at the level of ( $\alpha \leq 0.05$ ). Based on the preceding analysis, we reject the fourth null sub-hypothesis and accept the alternative sub-hypothesis, which states: There is a statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for electronic compensation on organizational success with its combined dimensions (organizational readiness - survival - growth) in Jordanian telecommunications companies.

## DISCUSSION

According to the results of the study, the relative importance of electronic human resources management ranged between 3.79 and 3.91. followed by the electronic performance evaluation dimension with an arithmetic mean of 3.84 and a high relative weight, then the electronic compensation

dimension with an arithmetic mean of 3.82 and a high relative weight. Lastly, the e-training dimension, which has a 3.79 arithmetic mean and a high relative weight.

This result indicates that the majority of Jordanian telecommunications companies, in their efforts to recruit talent, post job openings on their websites, receive employment applications electronically, and classify and reject applications that do not meet the requirements of the advertisement. Through the electronic advertisement, the necessary conditions and paperwork are carried out precisely and without difficulty. The telecommunications companies comprising "the study sample" are working to provide training programs for employees on the company's website, and the results of these programs are evaluated using specialized electronic systems.

This demonstrates the interest of Jordanian telecommunications companies in the dimensions of human resource management as a result of their ability to make optimal use of these resources by electronically tracking the achievement of employee-related goals and then conducting the performance evaluation process. As electronic human resource management is able to provide managers with sufficient information to evaluate employee performance, the researcher explains this result by citing the awareness among Jordanian telecom companies of the advantages of implementing electronic human resource management. which is based on the use of electronic networks and applications to ensure the best services for employees, managers, and stakeholders, which facilitates the linking of communications and the dissemination of information between human resource management, employees, and stakeholders,

and the use of applied electronic programs such as Excel, Word, and the Internet to computerize transactions rather than paper exploitation.

The application of human resources management in Jordanian telecommunications companies increases their capacity to face problems and obstacles, adopt strategic approaches to anticipate crises and prepare to face them before they occur, and contribute to their resolution or mitigation. Due to their eagerness to invest in the field of information technology, which provides a solid foundation for constructing distinct electronic administrative techniques, these companies were among those that kept pace with these developments in order to improve their performance and expand their activities on the Jordanian market.

This result concurred with the results of Abu Juma's study (2021), which demonstrated a high level of electronic human resources management implementation in Jordanian recruitment firms, and with the findings of Al-Soufi and Salama's study (2021). Where the results indicated that the availability of requirements for the implementation of electronic human resources management was substantial.

It was also consistent with the findings of Obama et al. (2020), which revealed that 88.7 percent of respondents agreed that electronic recruitment was used extensively in the university and that 83.5 percent of respondents were aware that electronic compensation was used extensively in the university. This result contrasted with the results of study Al-Zyoud's (2021), which indicated that electronic human resource management, intellectual capital, and employee empowerment were of medium importance in Jordanian telecom companies, and with the results of Soufan's study (2020), which indicated that electronic human resource management practices in Jordanian telecom companies are average from the employees' perspective.

In addition, the results demonstrated that the relative importance of organizational success dimensions in Jordanian telecommunications companies reached a high level. It is followed by the organizational readiness dimension, which has a high relative importance and an arithmetic mean of 3.70. This result suggests that the management of Jordanian telecommunications companies is constantly reviewing internal procedures and that the company's goals and administrative processes are in harmony. In addition, the company's employees have advanced skills that contribute to achieving goals and retaining customers, and the company's departments are aware of the importance of learning and training in the performance of employees, so they design training programs based on the actual needs of employees in order to continuously develop their skills.

The researcher explains this result by noting that Jordanian telecommunications firms understood the significance of organizational success in evaluating and enhancing their capabilities to enhance business performance. And the success of an organization is measured by the tasks and activities it completes. As a result, the managements of these companies seek to compare their activities with the predetermined objectives in order to discover and identify their strengths and weaknesses, to identify deviations and determine their causes, and to treat them in order to ensure their continuity, gain a competitive advantage, and achieve a high level of efficiency and effectiveness in performance, thereby achieving organizational success.

This result was consistent with the results of Al-Sarayrah's (2021) study, which indicated that pharmaceutical companies in Jordan enjoyed a high level of organizational success. In addition, it concurred with the results of Salah's (2019) study, which demonstrated high levels of organizational success in mobile communications for Zain Iraq. On the basis of testing the study's hypotheses, scientific research reaches

conclusions and makes recommendations that consolidate the dimensions of rational scientific thought. The results pertaining to the study's hypotheses indicated that there is a statistically significant effect for all dimensions of electronic human resources management on organizational success in Jordanian telecommunications firms, as the coefficient of determination was 0.818, the regression values for all dimensions were high, and the significance level was less than 0.05. This indicates that the departments of telecommunications companies follow strategies that allow them to improve the dimensions of human resources management represented in (e-recruitment, e-training, e-performance evaluation, and e-compensations), and that e-human resources management has a positive impact on the organizational success of these companies.

The researcher attributes this result to the fact that Jordanian telecommunications firms' interest in managing electronic human resources stems from their realization that its application provides more accurate historical data, allowing management to provide timely updates. It also helps the management in the event that it is unable to view detailed current data from all aspects of the business, such as financial data, production data, and customer data, allowing the management to make decisions based on reality as opposed to mere speculation. In addition to facilitating the identification, tracking, and actual monitoring of customers and the customer database in the future, it provides insight into customer behavior. This achieves a high level of organizational success in its entirety.

Regarding the impact of human resource management on organizational success or other variables, this result is partially consistent with the findings of Abu Jomaa (2021), who found a statistically significant effect at the significance level  $\alpha = 0.05$  for the use of electronic human resource management with its dimensions (e-recruitment, e-training, e-performance

evaluation) in the application of human talent management with its dimensions (e-recruitment, e-training, e-performance evaluation) (attracting talent, developing talent, retaining talent). It also concurred with the findings of Al-Zyoud (2021), which demonstrated that electronic human resource management with its combined dimensions (e-recruitment, e-training, and e-performance evaluation) has a statistically significant impact on intellectual capital in Jordanian telecom companies. It also concurred with Soufan study (2020), which demonstrated that electronic human resources management practices have a statistically significant impact on the level of job engagement in Jordanian telecom companies. In addition, it concurred with the conclusion of Asi et al. (2019) study, which concluded that electronic management ensures organizational success. It was also consistent with the study (2020) by Obama et al., which demonstrated that electronic recruitment, electronic training, electronic compensation, and electronic performance have statistically significant effects on organizational flexibility, organizational effectiveness, workforce speed, and organizational productivity at the University of Maryland.

As for the influence of organizational success on other variables, the results of the present study concurred with those of Rahal and Kasasbeh (2021), whose findings demonstrated the existence of a statistically significant effect of the flexibility of human resources in its dimensions (flexibility of behavior, flexibility of skill, and functional flexibility) on the organizational success of Jordanian private universities.

## **RECOMMENDATIONS**

Based on the results reached, the researcher made a number of recommendations, as follows:

1. Continuing to enhance the dimensions of electronic human resources management through the telecom companies operating in Jordan and understanding its importance in order to



achieve a high level of organizational success, increase efficiency and effectiveness, and achieve a competitive advantage.

2. The telecommunications companies operating in Jordan must continue to pay attention to the dimensions of organizational success and increase efficiency and effectiveness in a manner that leads to the achievement of goals.
3. The management of telecommunications companies operating in Jordan must respond to technological changes in the sector to which they belong as well as ensure the adoption of technology that is difficult to imitate by competitors.
4. The Jordanian telecom companies must continuously train employees in order to be able to adapt and deal with high-skill strategic changes, either by opening their own training centers or through cooperation with leading universities, institutes, and training centers.

#### **Declaration by Authors**

**Acknowledgement:** None

**Source of Funding:** None

**Conflict of Interest:** The authors declare no conflict of interest.

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How to cite this article: Abdalmalik Ali Aloom. The impact of e-human resources management on the organizational success of telecommunications companies operating in Jordan. *International Journal of Research and Review*. 2023; 10(2): 412-429. DOI: <https://doi.org/10.52403/ijrr.20230251>

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